Federal Strategic Sourcing Initiative Wireless Handheld Devices and Services Team

Commodity Management Plan for **Wireless Telecommunications Expense Management (TEM) Services**
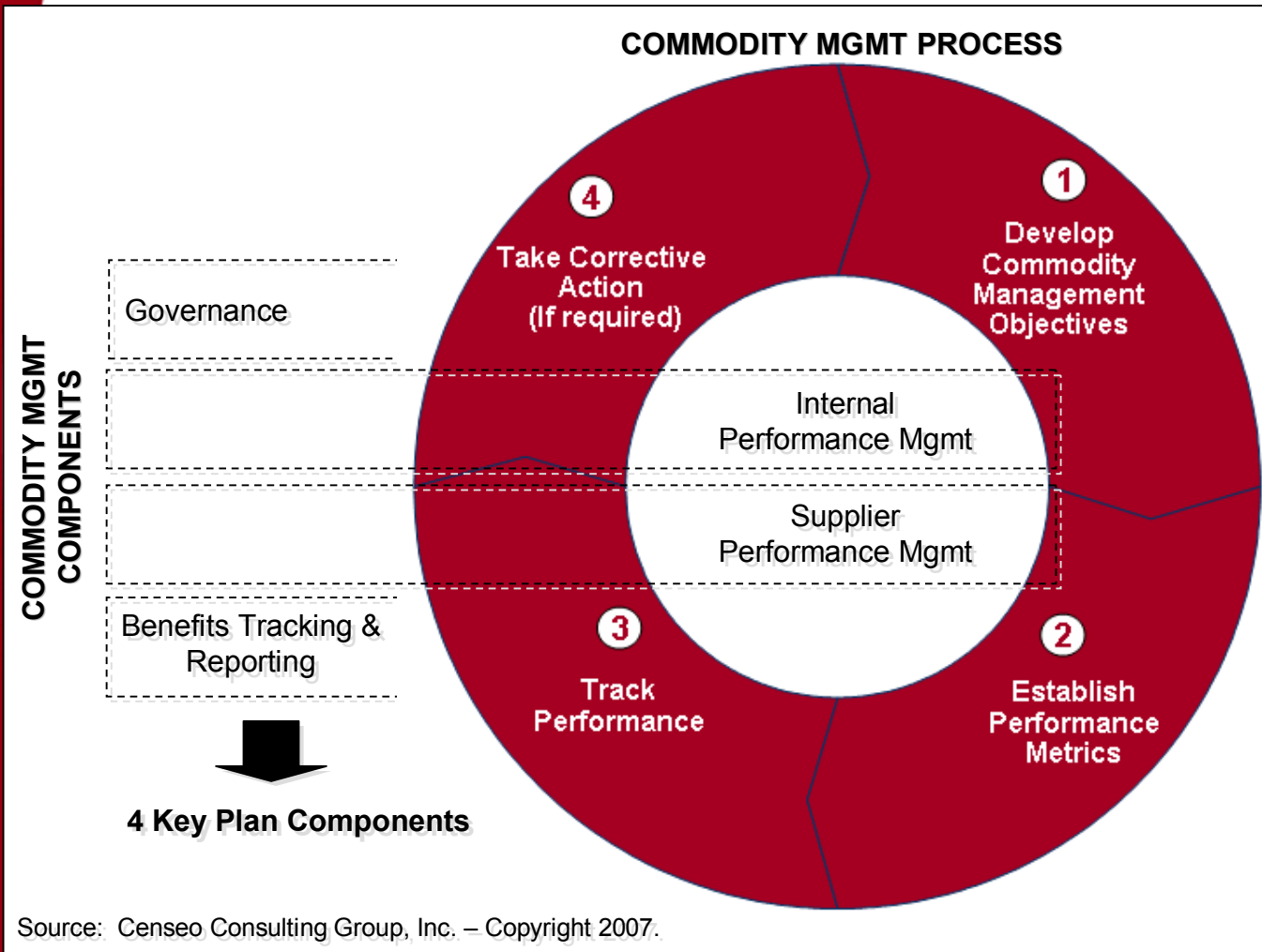
FINAL

Washington, DC

28 February 2007

U.S. General Services Administration

The Commodity Management Plan outlined within this document is adopted from Censeo's Commodity Management Framework

CENSEO COMMODITY MANAGEMENT FRAMEWORK

COMMODITY MGMT PROCESS

COMMODITY MGMT COMPONENTS

Governance

Benefits Tracking & Reporting

4 Key Plan Components

4 Take Corrective Action (If required)

1 Develop Commodity Management Objectives

Internal Performance Mgmt

Supplier Performance Mgmt

3 Track Performance

2 Establish Performance Metrics

The Censeo "Commodity Mgmt Framework" defines the high level process and plan components that are used to drive highly successful, post-sourcing commodity management efforts

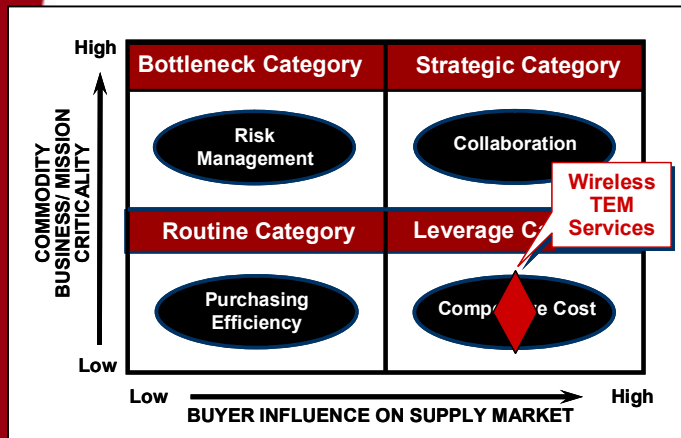Source: Censeo Consulting Group, Inc. – Copyright 2007.

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- **Introduction**

- **Commodity Management Plan Objectives & Performance Metrics**

- **Commodity Management Governance**

- **Internal Performance Management Overview**

- **Supplier Performance Management Overview**

- **Benefits Tracking and Reporting Overview**

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The Wireless TEM Services Commodity Strategy has identified several sourcing objectives

WIRELESS TEM SERVICES SOURCING OBJECTIVES

COMMODITY POSITIONING MATRIX

Sourcing Objectives	Description
Reduce TCO by engaging with TEM service providers to provide wireless lifecycle management services	▪ Establish a pool of well-qualified TEM service suppliers capable of meeting the wireless management needs of federal agencies
Achieve competitive cost and maintain flexibility by establishing standardized TEM service requirements	▪ Define set of common TEM services and frequently needed optional services to promote level competition among suppliers
Work collaboratively with suppliers to standardize TEM service ordering and cost/inventory reporting	▪ Work with established TEM service suppliers to develop common interfaces with federal payment and ordering portals to streamline operations and startup costs for future agency participation
Reinforce socio-economic objectives through guaranteed engagement with small business suppliers	▪ Provide a guaranteed opportunity for qualified small-business TEM service providers to compete for federal agency task orders by ensuring that there are small business suppliers included in the pool of strategic TEM suppliers

Efforts to ensure the realization of these sourcing objectives must continue after the completion of the sourcing, acquisition, and contracting activity

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The Commodity Mgmt Plan will be used to drive the continued realization of sourcing objectives as part of phase 4 of the overall strategic sourcing & commodity mgmt process

STRATEGIC SOURCING & COMMODITY MANAGEMENT PROCESS

PHASE 1: SELECTION

Select Commodity

PHASE 2: STRATEGY

Profile Commodity (2.1)

Conduct Supply Market Analysis (2.2)

Develop Commodity Sourcing Strategy (2.3)

PHASE 3: IMPLEMENTATION

Conduct Acquisition And/Or Develop Impl Plan (3.1)

Implement Strategy (3.2)

PHASE 4: COMMODITY MANAGEMENT
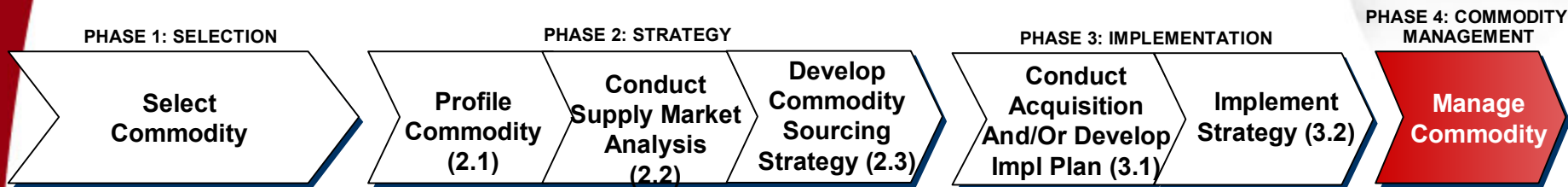
Manage Commodity

COMMODITY MANAGEMENT PLAN – KEY COMPONENTS

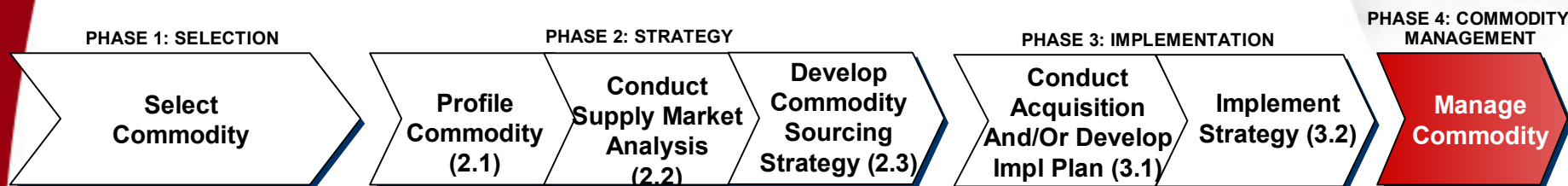| Plan Component	Description
Governance	▪ Define roles & responsibilities for execution, management, and oversight of the Commodity Management effort
Internal Performance Mgmt	▪ Measure internal usage against new contract vehicles and how this impacts achieved benefits relative to expected sourcing benefits – drive appropriate programs necessary to support ongoing usage of new supply arrangements. ▪ Manage internal processes, policies and technologies required to achieve defined customer and sourcing objectives ▪ Drive ongoing communications with key stakeholders to communicate achievement of sourcing goals and gauge ongoing satisfaction of customer needs
Supplier Performance Mgmt	▪ Ensure that suppliers are performing along key metrics as required by the contract. ▪ Put in place a regular communication vehicle with suppliers to drive improvements in supplier performance.
Benefits Tracking & Reporting	▪ Measure benefits resulting from new supply arrangements relative to targets. ▪ Report on both status and any necessary actions required to improve benefits realization.

Collectively, the Commodity Mgmt Plan components will support the ongoing realization of sourcing objectives

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The Commodity Management Plan initiates an ongoing commodity management process

STRATEGIC SOURCING & COMMODITY MANAGEMENT PROCESS

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Implement Strategy (3.2)

Manage Commodity

ONGOING COMMODITY MANAGEMENT PROCESS

4 Take Corrective Action (If required)

- Identify performance shortfalls
- Develop and implement corrective action plan
- Review commodity management objectives and update if required

1 Develop Commodity Management Objectives

- Define program goals and objectives
- Establish buy-in and support

3 Track Performance

- Develop measurement and reporting process
- Develop report cards
- Collect and analyze data
- Track and report performance results

2 Establish Performance Metrics

- Identify key performance metrics
- Asses data availability and reliability
- Baseline current performance (if available)
- Establish target performance levels

Many activities in Step 1 and Step 2 of the "Ongoing Commodity Mgmt Process" are initiated and/or executed prior to commencement of Commodity Management (phase 4)

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Commodity Mgmt Plan overall objectives determine the appropriate performance metrics used to gauge sourcing and commodity mgmt effectiveness

WIRELESS TEM SERVICES COMMODITY MANAGEMENT PLAN OBJECTIVES & PERFORMANCE METRICS

Plan Component	Overall Objectives	Performance Metrics
Governance	▪ Ensure the appropriate level of oversight and active participation to drive commodity mgmt plan components in support of sourcing objectives & benefits realization	▪ N/A at the commodity level ▪ Progress tracked via program metrics
Supplier Performance Management	▪ Monitor supplier performance against agreed to contractual terms and provide timely feedback to drive performance improvements	▪ Monthly performance metrics reporting (as per RFQ) ▪ Monthly usage & inventory reporting (as per RFQ)
Internal Performance Management	▪ Take proactive actions to meet the needs of the user community and drive usage of new supply arrangements	▪ Total year-to-date wireless and TEM services spend through new supply arrangement(s) ▪ # of agencies using new supply arrangements ▪ % agency spend and # of service lines being managed thru new supply arrangements ▪ User satisfaction with new supply arrangements
Benefits Tracking & Reporting	▪ Track estimated savings from use of new supply arrangements	▪ Estimated cumulative net savings (based on spend with new supply arrangement(s)

Performance metrics are defined, measured, and managed as part of ongoing Commodity Mgmt

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Commodity management governance is focused on providing sponsorship and high level visibility for achieving ongoing commodity results
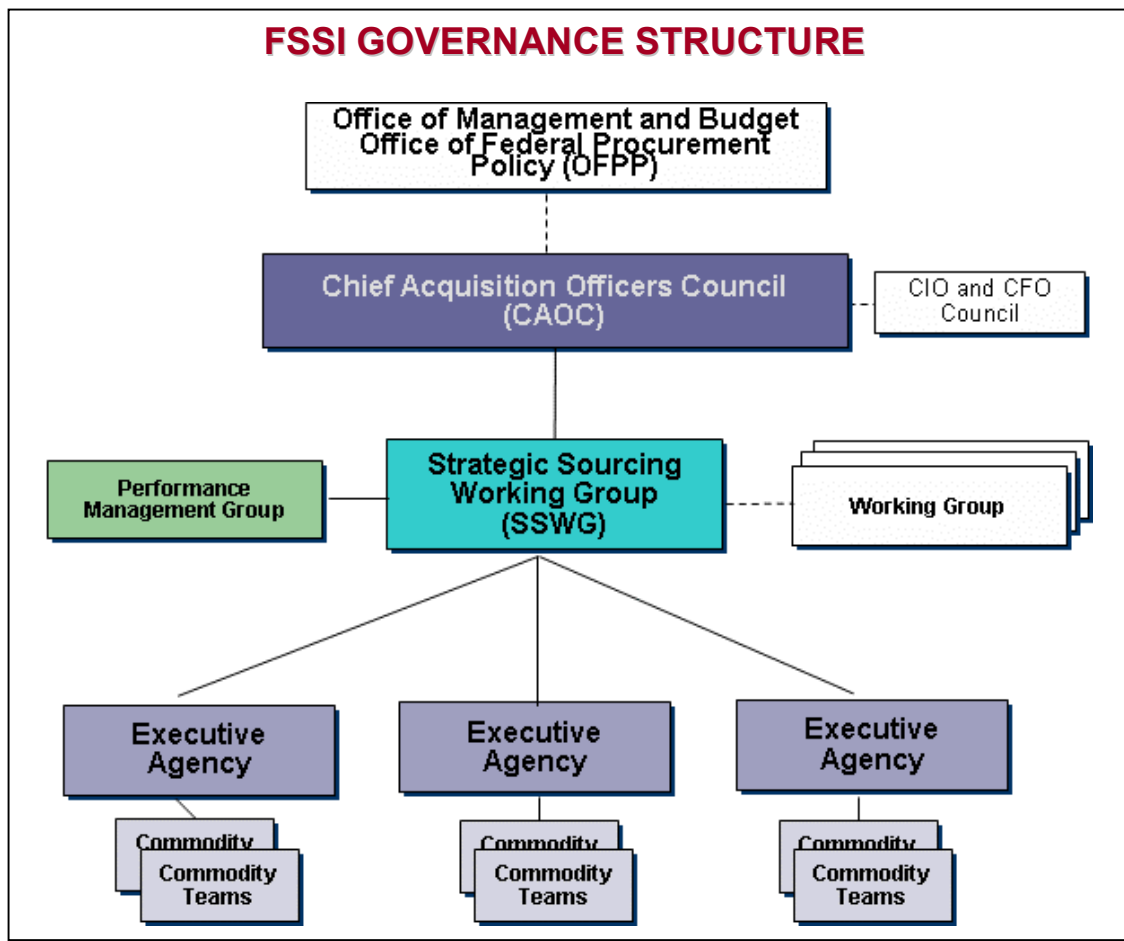
COMMODITY MANAGEMENT GOVERNANCE OBJECTIVES

	Objectives	Description
1	**Provide oversight and executive sponsorship**	▪ Provide oversight and executive-level sponsorship, ensuring overall effectiveness of the commodity management process ▪ Serve as a point of escalation for issue resolution as needed in support of effective commodity management
2	**Drive corrective actions**	▪ Monitor overall progress and performance of selected commodities and initiate corrective action to ensure that user needs are being met and suppliers are performing as per contractual agreements
3	**Support appropriate resource allocations**	▪ Provide core resources and overall program and commodity management for teams assigned to their respective organizations

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The overall FSSI governance structure is designed to provide the oversight necessary for both strategic sourcing and commodity management

FSSI GOVERNANCE STRUCTURE

Office of Management and Budget Office of Federal Procurement Policy (OFPP)

Chief Acquisition Officers Council (CAOC)

CIO and CFO Council

Performance Management Group

Strategic Sourcing Working Group (SSWG)

Working Group

Executive Agency — Commodity Teams

Executive Agency — Commodity Teams

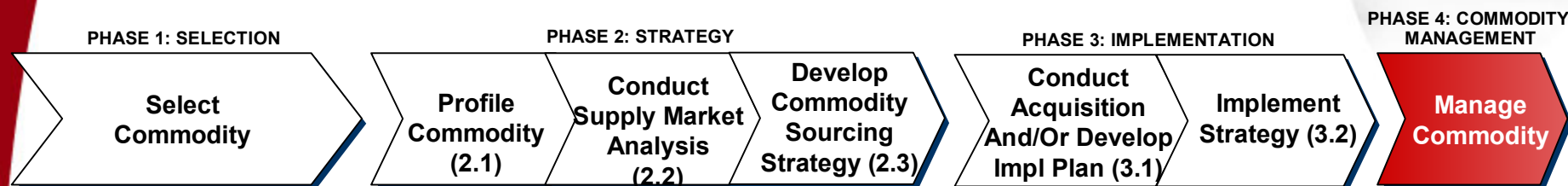Executive Agency — Commodity Teams

KEY ROLES

- **CAOC -** Sets strategic direction and votes on strategic decisions

- **Strategic Sourcing Working Group (SSWG)** – Provides oversight, approves commodity team strategies, and ensures overall performance

- **Performance Management Group –** Monitors overall progress and performance of selected commodities; initiates corrective action

- **Executive Agency –** Provide core resources and overall program and commodity management for teams assigned to their respective organizations

- **Commodity Teams** – Develop and execute commodity strategies; may be involved in commodity management for larger categories

This governance structure will support the effective execution of ongoing commodity management

More specifically, key roles have been further delineated for the ongoing commodity management process (phase 4)
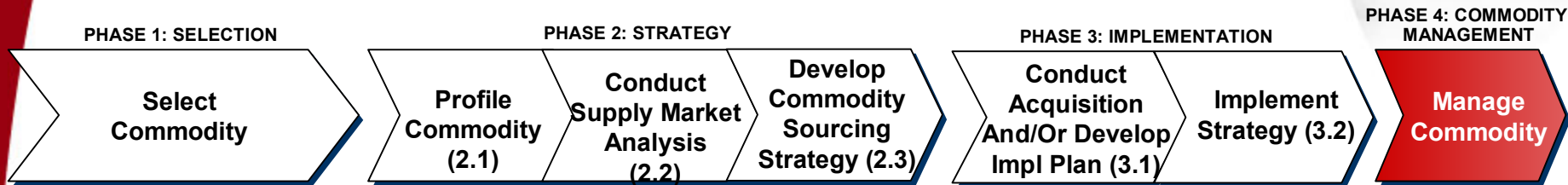
STRATEGIC SOURCING & COMMODITY MANAGEMENT PROCESS

PHASE 1: SELECTION

PHASE 2: STRATEGY

PHASE 3: IMPLEMENTATION

PHASE 4: COMMODITY MANAGEMENT

- Select Commodity
- Profile Commodity (2.1)
- Conduct Supply Market Analysis (2.2)
- Develop Commodity Sourcing Strategy (2.3)
- Conduct Acquisition And/Or Develop Impl Plan (3.1)
- Implement Strategy (3.2)
- **Manage Commodity**

PHASE 4: COMMODITY MANAGEMENT ROLES & RESPONSIBILITIES

Roles	Internal Performance Mgmt	Supplier Performance Mgmt	Benefits Tracking & Reporting
Strategic Sourcing Working Group (SSWG)	▪ Provide executive level oversight for the ongoing commodity management process ▪ Review quarterly performance reports and provide guidance & support as needed to reinforce benefits realization		
Performance Mgmt Group (PMG)	▪ Coordinate development of user satisfaction surveys ▪ Review user satisfaction results ▪ Review agency use, spend, and inventory metrics ▪ Develop corrective actions	▪ Coordinate development of user satisfaction surveys ▪ Review user satisfaction results ▪ Review supplier performance metrics results (per RFQ) ▪ Develop corrective actions	▪ Coordinate development of common definitions and accounting rules for savings and benefit reports ▪ Review savings and benefit results ▪ Report savings and benefit results to SSWG
Wireless Commodity Team (CT)	▪ Develop and conduct user satisfaction surveys ▪ Gather and review user satisfaction results ▪ Gather and review agency use, spend, and inventory metrics ▪ Develop corrective actions	▪ Develop and conduct user satisfaction surveys ▪ Gather user satisfaction results ▪ Consolidate monthly supplier performance metrics (per RFQ) ▪ Notify underperforming suppliers	▪ Gather savings and benefit results ▪ Consolidate and review savings and benefit results ▪ Report savings and benefit results to the PMG
Agency	▪ Participate in user satisfaction surveys ▪ Provide use, spend and inventory data to the CT and PMG	▪ Provide supplier performance data to the CT as needed	▪ Provide savings and benefit results to CT in accordance with PMG definitions and accounting rules

The commodity team will consist primarily of program/analytical support roles during ongoing commodity management (phase 4)

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COMMODITY TEAM COMPOSITION

Executive Sponsor

Commodity Team Lead

Program/Analytical Support

Agency Reps

- Requirements Analysis
- Data Analysis
- Market Analysis
- Procurement Policy Analysis
- Change Management

- Functional Managers
- Program Managers

Procurement

- **Contracting Officer**
- **Contracting Specialist**

Small Business – Small Business Specialists
Stakeholders - Internal and External to Govt
Experts - Subject Matter Experts and Advisors
Industry - Associations and Suppliers

Legend:
Full-Time During Phase 3
Part-Time Roles
Typically Full-Time Roles

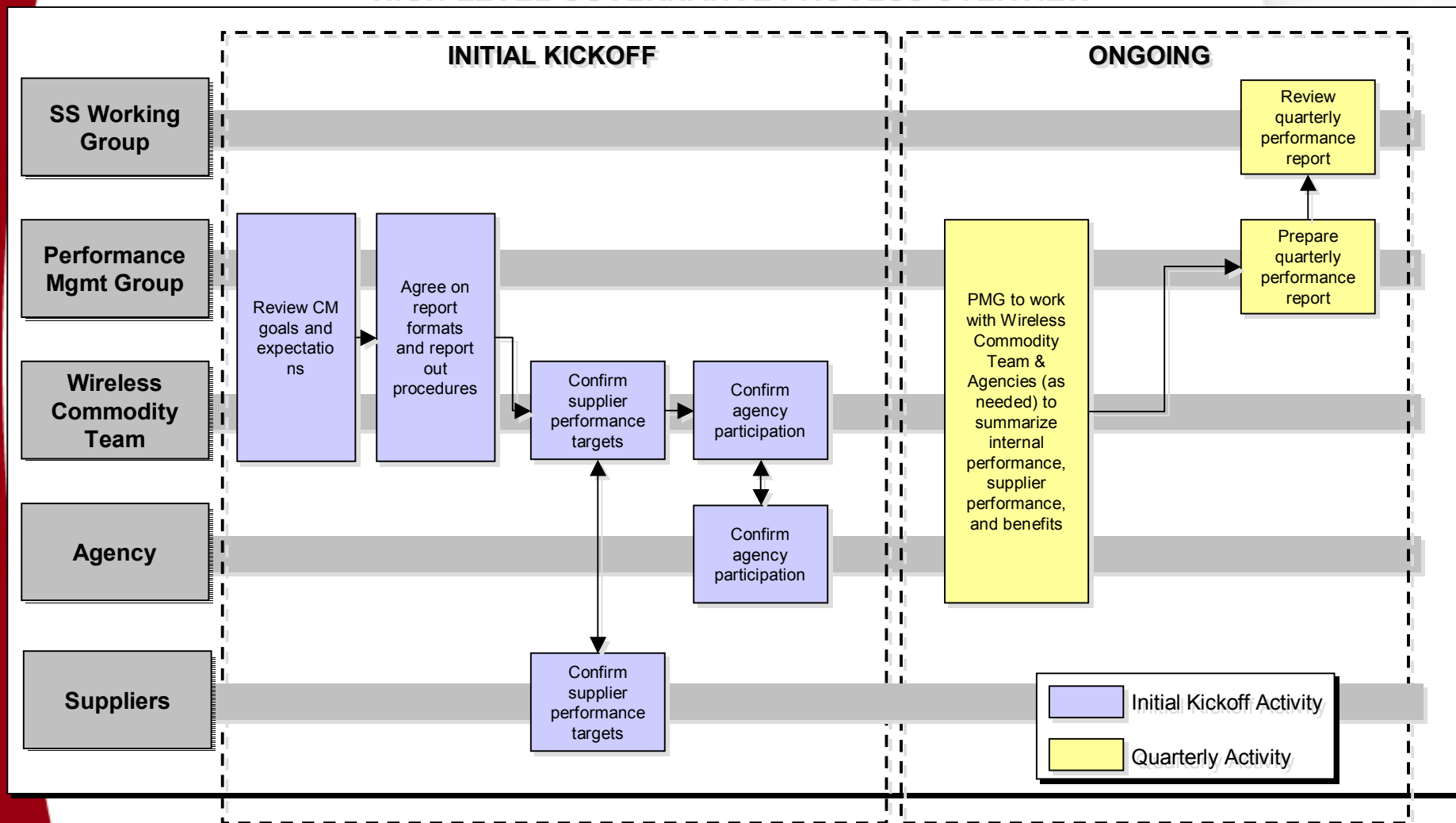### FULLTIME COMMODITY TEAM COMPOSITION DURING PHASE 4

- Commodity team lead

- Program analytical support

- Additional stakeholders/ subject matter experts as appropriate

Support activities and analyses required for ongoing commodity management

The high-level governance process depicts the ongoing involvement of the key roles—the Performance Mgmt Group is ultimately responsible for preparing the Quarterly Performance Report

HIGH-LEVEL GOVERNANCE PROCESS OVERVIEW

INITIAL KICKOFF | ONGOING

SS Working Group

Performance Mgmt Group
- Review CM goals and expectations
- Agree on report formats and report out procedures
- Prepare quarterly performance report
- Review quarterly performance report

Wireless Commodity Team
- Confirm supplier performance targets
- Confirm agency participation
- PMG to work with Wireless Commodity Team & Agencies (as needed) to summarize internal performance, supplier performance, and benefits

Agency
- Confirm agency participation

Suppliers
- Confirm supplier performance targets

Legend:
- Initial Kickoff Activity
- Quarterly Activity

The Quarterly Performance Report will include performance and benefit updates as well as actions required from the Strategic Sourcing Working Group

QUARTERLY PERFORMANCE REPORT

1. **Internal Performance Mgmt**
   - User satisfaction
   - Spend-related metrics

2. **Supplier Performance Mgmt**
   - Supplier performance metrics
   - Supplier feedback summary

3. **Benefits Tracking & Reporting**
   - Savings summary by Agency
   - Non-quantifiable benefits by Agency

HIGHLIGHTS OF THE QUARTERLY PERFORMANCE REPORT

- Performance relative to key metrics

- Estimated realized savings

- Non-quantifiable benefits

Actions required from the Strategic Sourcing Working Group will be highlighted

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Several objectives have been identified for Internal Performance Mgmt – focused on adopting new supply arrangements & meeting user needs

INTERNAL PERFORMANCE MANAGEMENT OBJECTIVES

	Objectives	Description
1	**Measure adoption of new supply arrangements**	▪ Measure the adoption of new supply arrangements by Federal Agencies
2	**Promote new supply arrangements with Agencies**	▪ Seek ways of further promoting new supply arrangements with Federal Agencies as needed based on prevailing adoption rates
3	**Gauge user satisfaction with new supply arrangements**	▪ Confirm user satisfaction levels with new supply arrangements through user surveys ▪ Confirm that user needs (for Wireless TEM Services) are being met through new supply arrangements ▪ Link user satisfaction findings with supplier feedback process in "Supplier Performance Mgmt" ▪ Utilize user satisfaction and supplier feedback results as an input to determining whether future sourcing efforts are warranted
4	**Confirm existing supply arrangements are well aligned with user needs**	▪ Monitor supply market trends, offerings and capabilities as an input to determining whether future sourcing efforts are warranted

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A few basic "Post-Sourcing Levers" are used to drive & support user adoption of new supply arrangements, beginning with implementation and carried forward into Commodity Mgmt

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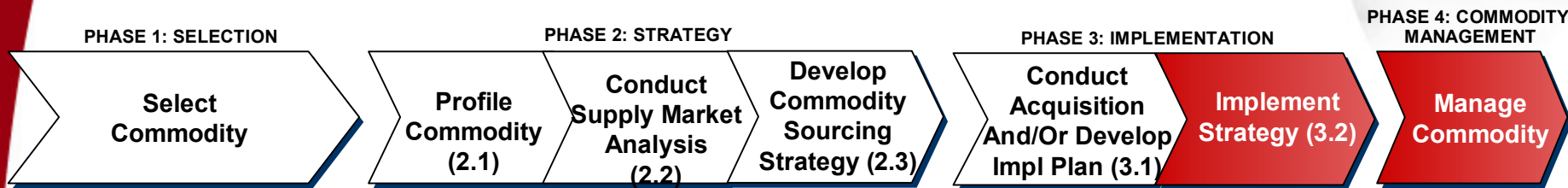
POST-SOURCING LEVERS

- Communication
- Policy
- Process
- Technology

POST-SOURCING LEVERS – VARYING FOCUS ACROSS PROCESS STEPS

	PROCESS PHASE	
	"Implement Strategy"	**"Manage Commodity"**
Focus	▪ **Initial Change Mgmt:** Proactively utilize the post-sourcing levers to maximize the adoption of new supply arrangements and achieve sourcing benefits as part of change management efforts	▪ **Feedback & Corrective Action:** Refine and update post-sourcing levers after successive feedback cycles (quarterly) where internal performance reviews are conducted

Focus of this section

Internal performance metrics provide objective measures of new supply arrangement uptake and user satisfaction

INTERNAL PERFORMANCE METRICS & TARGETS

Performance Metrics	Measurement Approach
# of Agencies Using New Supply Arrangements	▪ Monitor the number of agencies utilizing new supply arrangements ▪ Measure monthly and develop corrective action plans quarterly if needed
# of Agency Wireless Service Lines being managed thru New Supply Arrangements	▪ Monitor number of agency service lines being managed thru new supply arrangements (reportable by agency, service type, and carrier) ▪ Measure monthly and develop corrective action plans quarterly if needed
% Agency Wireless Spend managed thru New Supply Arrangements	▪ Monitor agency wireless spend being managed thru new supply arrangements ▪ Measure monthly and develop corrective action plans quarterly if needed
Total $ and % of TEM Services Spend thru Small Business	▪ Monitor the amount and percentage of TEM services spending being performed by small business ▪ Measure monthly and develop corrective action plans quarterly if needed
Cumulative Year-to-Date Wireless Spend managed thru New Supply Arrangements	▪ Measure the total year-to-date wireless spend being managed thru new supply arrangements ▪ Measure monthly and develop corrective action plans quarterly if needed
Cumulative Year-to-Date TEM Services Spend thru New Supply Arrangements	▪ Measure the total year-to-date spend for wireless TEM services thru new supply arrangements ▪ Measure monthly and develop corrective action plans quarterly if needed
User Satisfaction with New Supply Arrangements	▪ Monitor user satisfaction across agencies with new supply arrangements ▪ Use quarterly survey as a vehicle for measuring user satisfaction

Measurements of internal performance metrics will be used to develop quarterly corrective action plans, specifying adjustments to the "Post-Sourcing Levers" as needed

An internal performance management process has been defined to monitor fulfillment of customer needs and adjust post-sourcing levers

INTERNAL PERFORMANCE MGMT PROCESS OVERVIEW

Part of Quarterly Governance Process

SS Working Group

Internal Performance Mgmt Process

Performance Mgmt Group

| Gather user satisfaction results (quarterly) | Review spend and service line metrics by agency | Summarize & analyze Internal performance metrics | Identify & implement corrective actions – "post-sourcing levers" (quarterly) | Prepare quarterly performance report | Review quarterly performance report |

Wireless Commodity Team

Conduct quarterly user satisfaction surveys — Summarize spend and service line metrics by agency

Agency

Participate in quarterly user satisfaction surveys — Provide wireless spend and service line data

Monthly Activity

Quarterly Activity

This feedback cycle is used to adjust post-sourcing levers as needed to support achievement of sourcing objectives

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Post-sourcing levers will be continually updated as needed based on progress against defined internal performance metrics

LEVERS TO ACHIEVE SOURCING OBJECTIVES

Post-Sourcing Levers	Description	Applicability	Responsibility
Communication	▪ Identify appropriate training vehicles for educating the user community on benefits and details of using new supply arrangements (include ordering process, etc …) – examples include: – Webinars – Newsletter / E-mailings – Press Releases	High	Wireless Commodity Team (publishing and/or broadcast of key messages may extend beyond the team)
Policy	▪ Direct communication from SSWG to user community/Agencies about new supply arrangements for wireless TEM services ▪ Since use of TEM services is new and the supply arrangements are not mandatory, the communication will focus on benefits to users/Agencies and meeting OMB directive	High	SSWG (communication developed by Wireless Commodity Team)
Process	▪ Defined process for ordering Wireless TEM Services utilizing new supply arrangements ▪ Publish "Best Practices" for transitioning to and using Wireless TEM Services to provide life-cycle management of an agency's wireless assets and spend	High	Wireless Commodity Team
Technology	▪ Overlaps with the "Process" lever in specifying technology used in conjunction with ordering and using Wireless TEM Services to provide life-cycle management of an agency's wireless assets and spend	High	Wireless Commodity Team

Customer needs fulfillment should be monitored regularly through supplier performance surveys and market capabilities validation

ONGOING MONITORING OF CUSTOMER NEEDS

Ongoing Monitoring of Customer Needs	Description	Frequency	Responsibility
Supplier Performance	▪ Survey key users along dimensions most important to user satisfaction: – Inventory Visibility and Accuracy – Spend & usage data collection & visibility – Rate plan optimization – MACD order responsiveness – Savings / added-value generation	Quarterly	Wireless Commodity Team
Market Capabilities/ Offerings	▪ Periodically evaluate TEM services supply market offerings and capabilities to determine if sourcing strategy should be revisited	Annually	Wireless Commodity Team

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Several objectives have been identified for Supplier Performance Mgmt – focused on ensuring suppliers are performing as per contractual agreement based on timely feedback

SUPPLIER PERFORMANCE MANAGEMENT OBJECTIVES

	Objectives	Description
1	**Track supplier performance to agreed upon contract terms**	▪ Ensure that suppliers are performing to agreed upon performance requirements as specified in supplier contracts ▪ Track supplier performance relative to agreed upon performance criteria on a monthly basis
2	**Provide timely feedback to suppliers in areas requiring improvement**	▪ Ensure that suppliers receive timely feedback on performance issues requiring improvement ▪ Work with suppliers to identify potential changes to current practices, processes, and systems that would enable suppliers to better meet Government needs
3	**Consolidate user satisfaction surveys as part of supplier feedback**	▪ Ensure that supplier feedback includes the results of user satisfaction surveys with actionable recommendation for supplier performance feedback (on a quarterly basis)

Performance targets have been identified for all key supplier performance metrics

SUPPLIER PERFORMANCE METRICS & TARGETS

Performance Metrics	Performance Targets
Delivery Performance (Service Milestones)	▪ 100% of all critical program/project milestones met or exceeded. (e.g. cutover date) ▪ 95% of all non-critical milestones and activity completion dates met or exceeded
Delivery Performance (Management Reports)	▪ 100% of all reports are delivered no later than one (1) working day after their contract due date; 0% of reports delivered later than one (1) week after contract due date
Customer Satisfaction	▪ Average score of 4.0 or greater on a 0.0-5.0 pt scale (5.0 being highest)
Savings Generation (Gross & Net Accrued)	▪ Greater than Twenty percent (20%) net savings
Billing Dispute Resolution Success Rate	▪ 99% of all claims identified (or submitted) to the carriers are upheld or agreed to by the carrier
Rate Plan Optimization - Completion Progress	▪ 98% of active service lines have been reviewed and "optimized" at least once during the last 12 months
Contract Optimization - Completion Progress	▪ 98% of carrier service agreements have been reviewed and "optimized" at least once during the last 12 months
Timeliness of Order Placement	• 100% of all orders or actions submitted to the carrier within one (1) day of submittal by the agency
On-Time Invoice/Bill Payment Rate	▪ 100% of all "valid" invoices paid on or before the due date
Ordering Portal / Website Availability	▪ 99.9% system availability

A supplier performance management process has been defined to ensure feedback to suppliers in case corrective action is needed

SUPPLIER PERFORMANCE MGMT PROCESS OVERVIEW
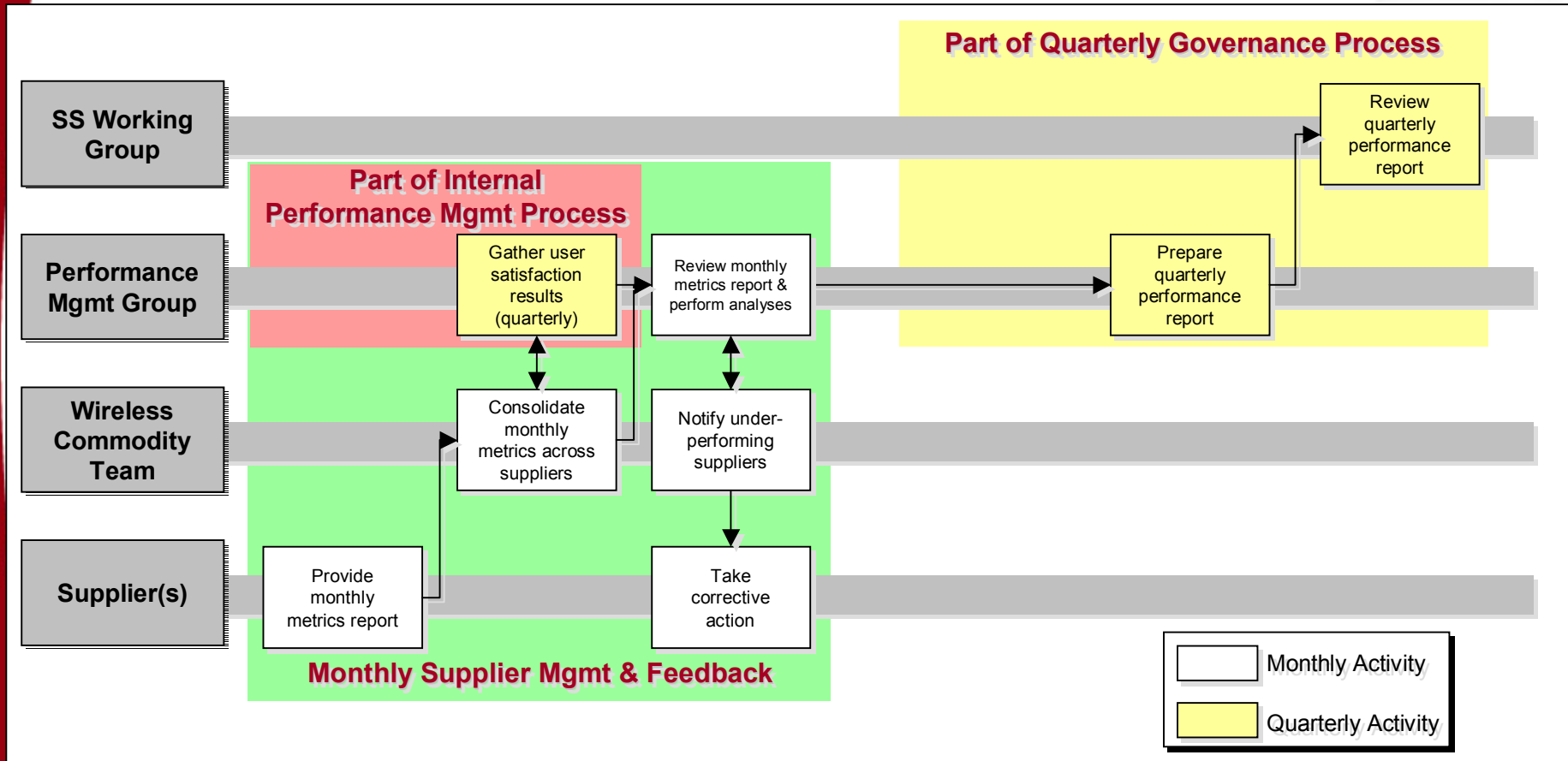
As an example, supplier performance should be carefully tracked over time in a manner that facilitates effective communication, both internally and externally
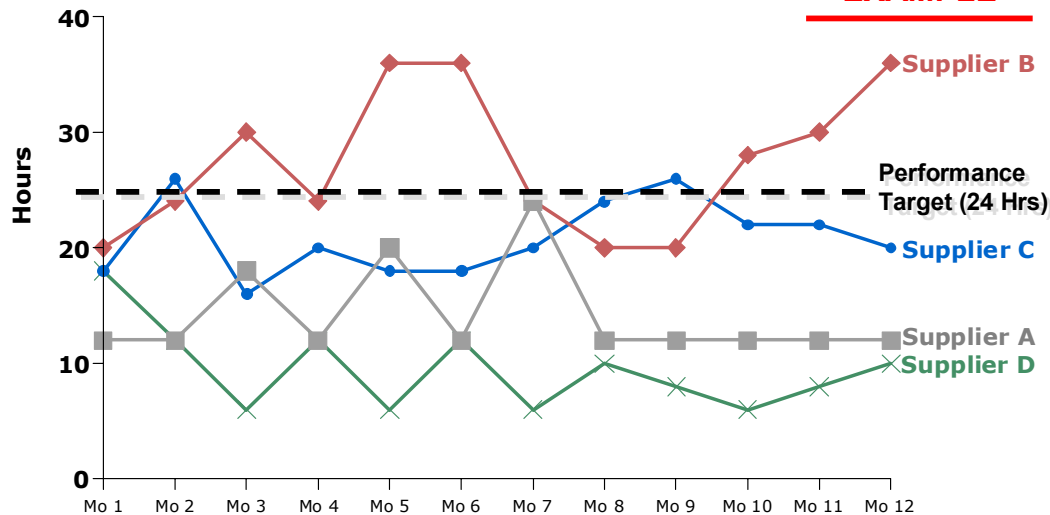
SUPPLIER PERFORMANCE REPORTS EXAMPLE

BILLING DISPUTE RESOLUTION RATE (%)

RATE PLAN OPTIMIZATION COMPLETION (%)

ORDER PLACEMENT TIME (HOURS)

EXAMPLE

- Supplier B
- Performance Target (24 Hrs)
- Supplier C
- Supplier A
- Supplier D

Hours: 0, 10, 20, 30, 40

Mo 1, Mo 2, Mo 3, Mo 4, Mo 5, Mo 6, Mo 7, Mo 8, Mo 9, Mo 10, Mo 11, Mo 12

SUPPLIER PERFORMANCE MGMT HIGHLIGHTS

- Key performance metrics measured and tracked monthly

- Supplier feedback to take place monthly if needed to correct performance shortfalls

- Supplier performance trend monitored to verify performance improvement where needed

- Supplier performance metrics are consolidated in a monthly supplier performance report with points of supplier feedback clearly identified

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While a wireless spend baseline was estimated during the strategic sourcing activity, individual agencies should develop detailed spend baselines for measuring realized savings

FSSI VS AGENCY SPEND BASELINE

	FSSI SPEND BASELINE ESTIMATE	AGENCY SPEND BASELINE
Overview	▪ A very high level approximation ▪ Based on a very limited set of data	▪ More detailed spend baseline ▪ Based on a more representative data set
Margin of Error	▪ Results in a high margin of error	▪ An accurate baseline with small margin of error
Useful for …	▪ Useful only for a very high level approximation for baselining	▪ Necessary for an accurate baseline and realized savings measurement

Agency's detailed spend baselines will form a much more reliable basis for measuring realized savings

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Benefit tracking & reporting objectives are focused on estimating realized savings and monitoring uptake of new supply arrangements by agencies

BENEFITS TRACKING & REPORTING OBJECTIVES

	Objectives	Description
1	**Estimate realized savings based on high-level spend baseline approach**	• Utilize the high-level spend baseline proxy, inventory levels and usage data as a means of ESTIMATING realized savings – *this approach is subject to a significant margin of error and should not be used to formally report realized savings*
2	**More accurately measure realized savings based on Agency-level spend, usage, and inventory baselines**	• Agencies are to develop detailed spend, usage, and inventory baselines of their respective wireless operations at the onset of initiating TEM services • These agency baselines will be compared to actual spending, usage, and inventory levels after implementing TEM services to estimate realized savings
3	**Monitor uptake of new supply arrangements by agencies**	• Spend and service line counts managed through new supply arrangements will be measured monthly to estimate the uptake rate of new supply arrangements

Agencies developing detailed spend, usage, and inventory baselines will be foundational to accurately measure realized savings, resulting from the use of TEM services
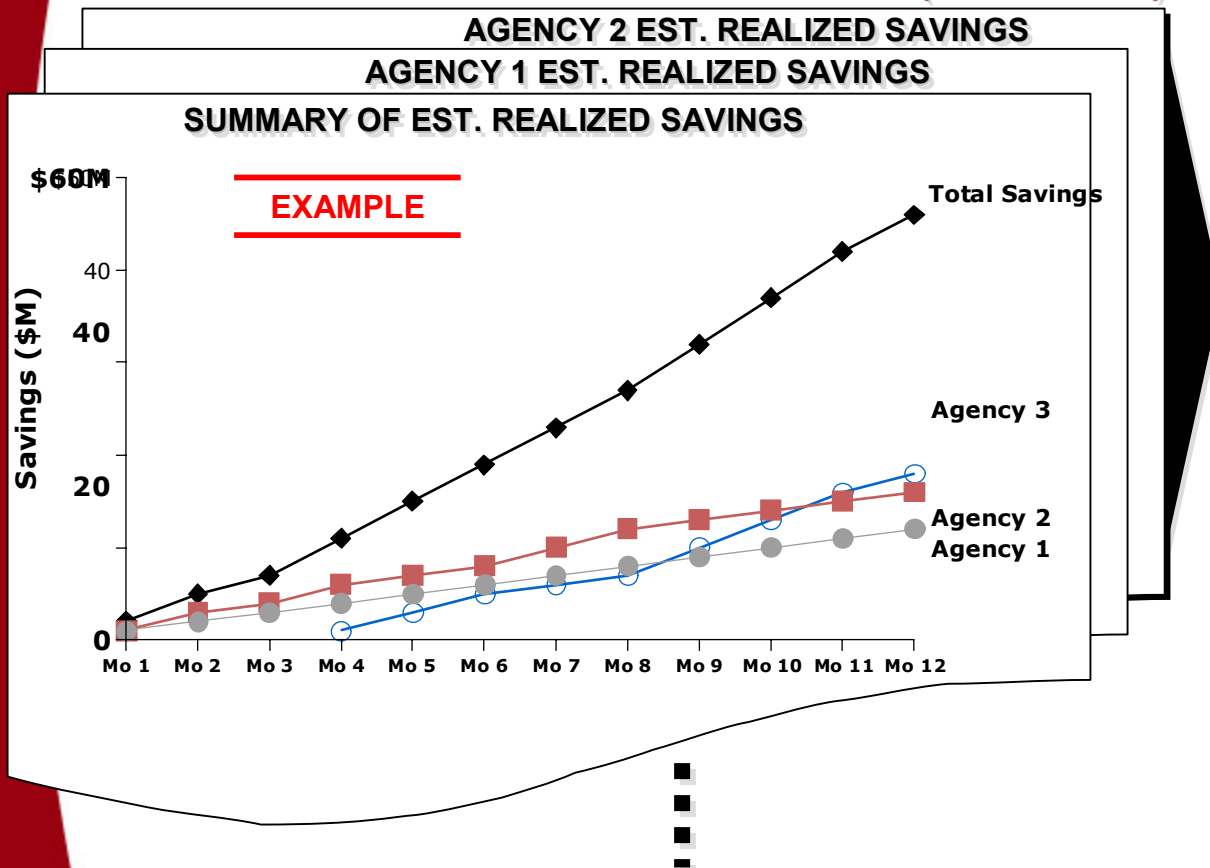
Agency participation will be especially important in measuring realized benefits from new supply arrangements

BENEFITS TRACKING & REPORTING PROCESS OVERVIEW

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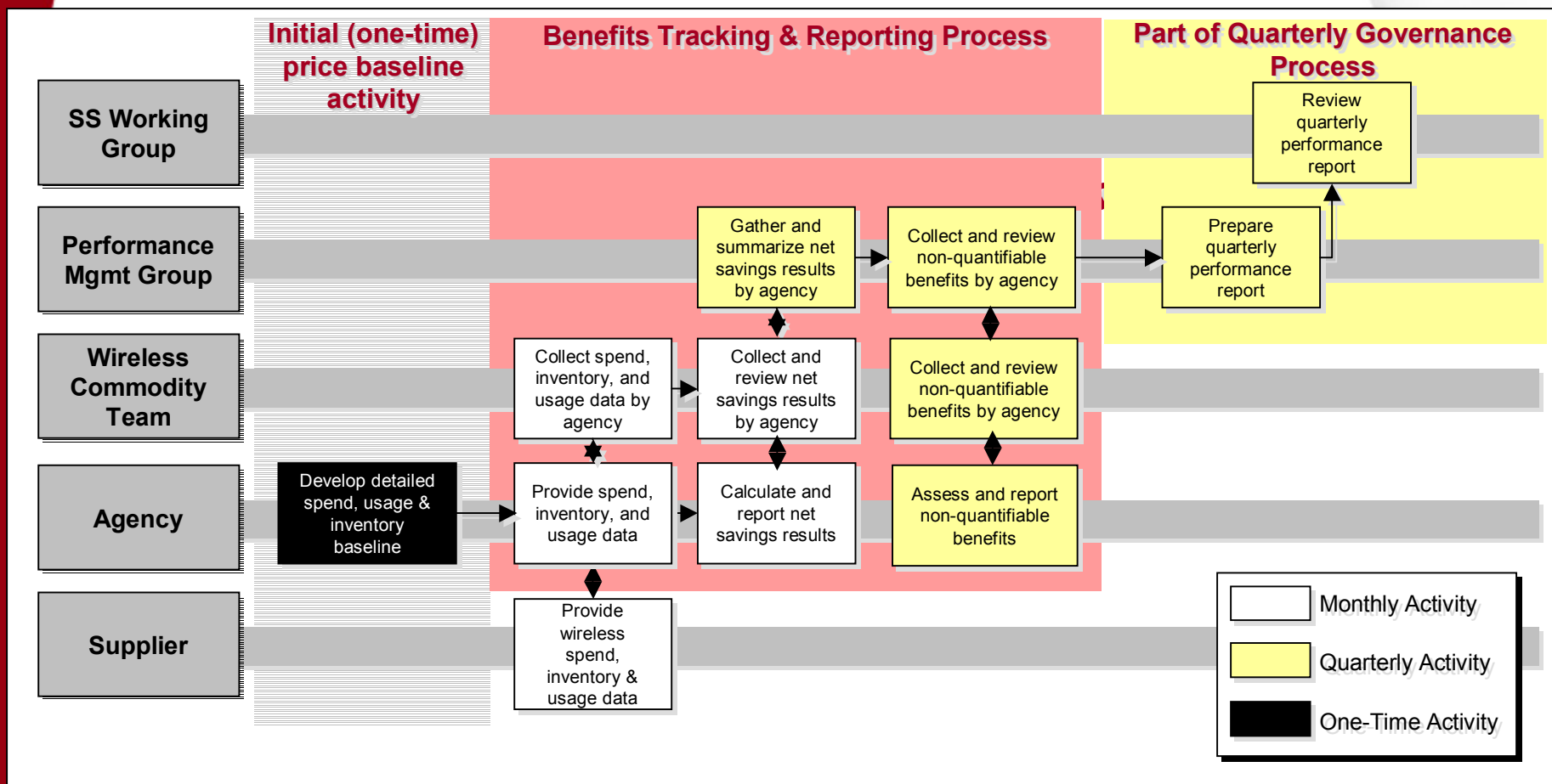
Estimated realized savings can be summarized by Agency and in aggregate

CUMULATIVE ESTIMATED REALIZED SAVINGS (BY AGENCY)

AGENCY 2 EST. REALIZED SAVINGS

AGENCY 1 EST. REALIZED SAVINGS

SUMMARY OF EST. REALIZED SAVINGS

EXAMPLE

Total Savings

Agency 3

Agency 2
Agency 1

$60M

40

40

20

20

0

Savings ($M)

Mo 1 Mo 2 Mo 3 Mo 4 Mo 5 Mo 6 Mo 7 Mo 8 Mo 9 Mo 10 Mo 11 Mo 12

SAVINGS TRACKING & REPORTING HIGHLIGHTS

- Savings are tracked and reported at the agency level

- Initial spend baselines developed by agencies provide the basis for savings measurement

- The savings report (in conjunction with performance management reports) can be used as a means to further support use of new supply arrangements

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